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DELIVERABLE INFORMATION

TYPE OF DELIVERABLE:	<input checked="" type="checkbox"/> Payable <input type="checkbox"/> Non-Payable
CONTRACTOR:	Xerox
PROJECT NAME:	BOS
DELIVERABLE #:	5.4.3.4 E
DELIVERABLE TITLE:	11 Schedule (Time) Management Plan
DUE DATE PER CONTRACT:	N/A

DELIVERABLE SUBMISSION AND REVIEW HISTORY

Deliverable Submission #	Date and Time Received From Contractor	Date Returned to Contractor	Notes / Comments
1	11/28/12 12:53 AM		
2		12/05/12 12:48 PM	11 Schedule (Time) Management Plan returned with edits
3	12/07/12 11:37 AM		
4		12/12/12 3:21 PM	11 Schedule (Time) Management Plan returned with edits
5	12/12/12 4:44 PM		
6		12/13/12 10:00AM	State Accepts 11 Schedule (Time) Management Plan

STATE FINAL APPROVAL AND ACCEPTANCE OF DELIVERABLE

APPROVED BY:	SIGNATURE	DATE
Agency IT Lead:		12/13/12
Agency Project Manager:		12/13/12

Distribution	Original: Project Office - Agency Contract Monitor
	Copies: Contractor

Exchange Documentation and Finance Use

<input type="checkbox"/>	Scan Deliverable Acceptance Form & Deliverable Document into single document (naming convention is deliverable # and document name)
<input type="checkbox"/>	E-mail above scan to Xerox Team (Bill DeLange- bill.delange@xerox.com and Michelle Lashley- michelle.lashley@xerox.com)
<input type="checkbox"/>	Validate Cost; Post to Contract Log
<input type="checkbox"/>	RCVD Invoice and Process Payment (contact: Karen Robinson- karen.robinson@xerox.com)
<input type="checkbox"/>	Update online CALT and Exchange CALT File (If Applicable)

11. Schedule Management Plan

11.1 Introduction

The Schedule Management Plan (Plan) defines the approach the Nevada Silver State Health Insurance Exchange's (Exchange) project will take to manage its overall schedule. The project's approach comprises managing scheduled activities including the development, monitoring, and maintenance of the project schedule. The Plan also includes project progress and schedule adjustments reporting. Expectations for timely submissions, approval of baselines, and terms under which rebaselines occur, recording of time, and process for modifying schedules should be communicated to Exchange project management.

11.1.1 Purpose

The Plan defines schedule policies of the Exchange Project, including the approach to effectively manage the project schedule from its planning stages through delivery. The Plan defines the project's procedures, criteria for, and areas of, application, roles and responsibilities, and tools used to facilitate management of the project's schedule.

The Plan is created during the Planning Phase of the project and is considered a component of the Project Management Plan (PMP). Its intended audience is the Project Manager, senior management team, project team, and Exchange staff whose support is needed to carry out the Plan.

The purpose of the Schedule Management Plan is to:

- Define the schedule management policies of the Exchange project
- Define the approach to achieving effective time management from project planning through delivery
- Define the project's scheduling procedures, roles and responsibilities, and tools used to facilitate time management
- Define how the Exchange project team works together to help ensure the project schedule is established, monitored, and maintained

11.1.2 Scope

Managing the schedule is a core project management discipline conducted throughout the lifecycle of the project, and includes all project-related work activities, deliverables, and work products. All project team members, including the Exchange and its vendors, have the responsibility for providing updates to the project's schedule.

11.1.3 Definitions

The following is a list of terms and acronyms used in the Schedule Management Plan. These terms and acronyms have been defined consistently with the Project Management Body of Knowledge (PMBOK®) Guide, Fourth Edition and other industry standards.

Table 11-1: Schedule Management Terms and Acronyms

#	Term/Acronym	Definition
1.	CCB	Change Control Board
2.	CR	Change Request
3.	Critical Path	The longest group of activities in a project plan which must be completed on time for the project to meet its due date
4.	DDI	Design, Develop and Implement
5.	Proposal	Response to RFP submitted by Xerox
6.	PMBOK	A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Fourth Edition. The industry-standard project management approach documented by the Project Management Institute.
7.	PMO	Project Management Office led by Xerox
8.	PMP	Project Management Plan
9.	QM	Quality Management
10.	RFP	Request for Proposal; document issued by the Exchange to procure bids
11.	Schedule	Detailed listing of tasks, resources, durations, work, and dependencies as documented in our project management tool, Microsoft Project
12.	SDLC	System Development Lifecycle
13.	Scope	The body of work for a particular project or contract
14.	SOW	Statement of Work
15.	WBS	Work Breakdown Structure is the deliverable-oriented hierarchical structure used as a basis for the development of the project schedule and cost model

11.1.4 Plan Contents

The Schedule Management Plan includes the following sub-sections

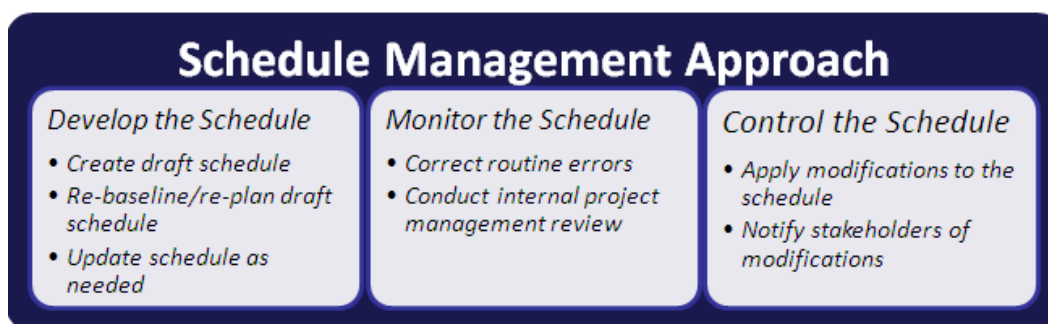
- Overview of the Schedule Management Approach
- Detailed Schedule Management Process
- Roles and Responsibilities
- Applicable Tools and Methods

11.2 Overview of the Schedule Management Approach

The Exchange project schedule management approach is based upon the PMBOK®, which focuses heavily on schedule and time management planning. Using an integrated management approach, the project involves all stakeholders to identify and maintain the status of project milestones and tasks. Schedule management activities keep management aware and focused on the potential for schedule leads and lags throughout the lifecycle of the project.

The Exchange project will follow industry leading practices as stated in PMBOK®, to facilitate the schedule management process. The schedule management process includes three distinct steps as illustrated in figure 11-1 below.

Figure 11-1: Schedule Management Approach Overview



11.3 Detailed Schedule Management Process

11.3.1 Approach

The approach used for schedule management is based on the PMBOK®. An integrated management approach allows the project to monitor progress against the schedule baseline and planned milestones, identify and respond to schedule slippage, and use change control processes to address scheduling impacts due to new requirements or objectives. Maintaining Exchange management visibility to schedule deviations will be critical to mitigating resulting impacts throughout the lifecycle of the project. The ongoing approach to schedule management consists of the following:

1. **Develop the Schedule:** Schedule development begins during project initiation and includes analyzing activity sequences, durations, resource requirements, level of effort, dependencies, etc., to create the schedule. A draft of the schedule is created, reviewed and vetted with the project team, then baselined. Following baselining, if a re-baseline or update is required, the areas requiring update will be reviewed by the project team and incorporated by the Schedule Administrator.

2. **Monitor the Schedule:** Monitoring the schedule by tracking actual work performed, planned work, generating key analysis and reports and reporting on progress against planned tasks with particular attention to critical path activities and taking action to resolve scheduling issues.
3. **Control the Schedule:** Controlling the schedule by adjusting the schedule in reaction to slippage or tasks completed ahead of schedule, adjusting the schedule to react to inaccurate estimates for planned work, addition of new deliverables not accounted for in the original WBS, and adjustments based on available resources necessary to complete planned work.

11.3.2 Inputs

Inputs to the schedule management process include:

- Project contractual commitments, such as the following:
 - Contractual dates notated in the Silver State Health Insurance Exchange Request for Proposal (RFP)
 - Silver State Health Insurance Exchange RFP SOW definitions of the project's scope and overall end result
 - Exchange-mandated standards including deliverables and execution requirements
- Schedule related aspects of requirements and design documentation, such as the following:
 - Requirements Specification Document
 - Solution Analysis Report
 - Software Development Plan
 - Detailed System Design
- Schedule related aspects of process and standards documentation, such as the following:
 - System Development Lifecycle (SDLC)
 - Portions of the PMP including the Resource Management Plan and Change Control Plan
 - Schedule and WBS framework
 - Project Charter
 - Procurement library
 - Lessons learned documentation from previously executed projects
- Project Environment

- Awareness of the technical, political, and administrative trends within the project environment

11.3.3 Schedule Management Process Steps

11.3.3.1 Development of the Project Schedule

The Exchange management team has elected to use the project management scheduling tool, Microsoft Project, to develop the detailed schedule for the project.

Create the draft schedule for the Project. This is the initial task of schedule development, prior to actual stakeholder review and involvement. Steps to creating the draft schedule include:

1. **Schedule Definition:** Areas requiring definition at the beginning of schedule development include:
 - Task Names, Task Details and Number of Hours to Complete Tasks
 - Milestones
 - Deliverables
 - Predecessors and Successors
 - Required Effort from Resources
2. **Review the established task estimates:** Task estimation is conducted during a feasibility activity prior to project start-up and is identified in the estimation documents.
3. **Create or update the baseline WBS:** From the baseline WBS, activities are tailored or updated based on the schedule reviews. This activity is conducted prior to project start-up. The proposal schedule developer or other designated business development team members may add structure elements to the WBS.
4. **Review or develop schedule hierarchy:** This activity is conducted prior to project start-up when the Schedule Administrator reviews any additional schedules that are to be added to help ensure hierarchical relationships will support the project reporting, plan management, and analysis requirements.
5. **Establish and orient schedule management resources:** The Project Manager establishes and oversees the training of the Schedule Administrator and Project Management Office (PMO). The Schedule Administrator performs the activities described below and the PMO members are responsible for participating in various stakeholder reviews.
 - **Establish tracking tools and procedures:** The schedule tracking tool is established and procedures are updated accordingly. The Schedule Administrator oversees the installation and configuration of the schedule tracking tool, Microsoft Project; validates and tailors the Plan and related procedures and artifacts; and establishes communication with the PMO to help ensure coordination of quality assurance tasks among project schedules.

- **Review baseline schedule with stakeholders:** The PMO and Schedule Administrator, along with quality management, review the schedule from the proposal, WBS, and baseline templates noting what is known to date regarding the sequence of activities. It is critical that the plan be reviewed by leadership and the Schedule Administrator for possible variances in dates, resources, and activities.
 - **Publish draft schedule:** Using the baseline DDI work plan template and/or the plan from the proposal, the Schedule Administrator creates a draft schedule with known activities, ensuring that tasks align with the schedule and WBS standards. The Schedule Administrator includes all tasks to achieve all deliverables in the WBS and estimation effort and any additional required details uncovered during the initial review.
6. **Establish baseline schedule:** Following review and approval by key stakeholders, the Exchange management team and the Project Manager, a baseline is set for the schedule allowing for the notation of leads and lags on projects tasks. This review and approval includes addressing required schedule changes resulting from change control impacts and other factors that may affect the integrity of the schedule.

Potential need for baseline adjustment or update to the original baseline schedule based on new start date(s). The need may arise for a schedule baseline adjustment if significant changes occur within the project. Causes for schedule adjustment include, but are not limited to, the addition of new requirements, resource constraints, changes in major milestone dates, and changes in schedule dependencies. The proposed schedule revisions and change requests (CRs) are addressed by approval from the Change Control Board (CCB). Approved changes that affect scope and consequently require modification or additional tasks, effort, resources, deliverables, or milestones are submitted to the Schedule Administrator. Leadership-requested task additions or modifications for clarification or additional detail, which have no impact to deliverables or milestone dates, will not be submitted through the CCB process. Following approval of the baseline schedule, or a re-baselined version, the project schedule then is monitored and controlled by the Exchange management team.

11.3.3.2 Monitor the Schedule

The project schedule is monitored by tracking actual work performed compared to planned work with the generation of key analysis reports. The Exchange management team conducts bi-weekly schedule status meetings to ensure all tasks are on track. Management leads are responsible for identifying potential schedule risks and their impacts to the project schedule's critical path. Continual monitoring of progress against planned completion is critical to keeping a project on schedule and necessary to allow rapid adjustments to correct schedule slippage. Any deviations from planned completion for key milestones are reported to project stakeholders using procedures outlined in the Communication Management Plan.

Updating, maintaining, and controlling the schedule requires the baseline plan be published and communicated to stakeholders. As part of routine schedule maintenance, change requests for tasks on the project's critical path must be approved by the lead responsible for the task. Verification of tasks and their predecessors and successors must occur to ensure an accurately depicted critical path for the project.

The Exchange management team's monitoring process will result in schedule reporting that addresses:

- Schedule slippage
- Opportunities to crash the schedule
- Identifying/mitigating issues that may adversely affect the schedule
- Tracking trends to identify and stop slippage
- Baseline due dates depicting against completion dates
- Milestone completion
- Resource allocations and constraints

Continual monitoring of progress against planned completion is critical to keeping a project on schedule and necessary to allow rapid adjustments to correct schedule slippage. Any deviations from planned completion dates for key milestones are reported to project stakeholders using procedures outlined in the Communication Management Plan.

11.3.3.2.1. Schedule Corrections and Modifications

All corrections and modifications must be reviewed, approved and completed by the Exchange management team within a timely manner to ensure the project schedule is depicted and reported with accurate, up-to-date information. The Schedule Administrator makes corrections received from leadership to the schedule, consolidates related schedule documents, and creates summary reports.

11.3.3.2.2. Conduct Internal Project Management Review

Project management reviews of schedule documents will be completed on a monthly basis with key stakeholders, the Exchange management team, and the Project Manager. Status reports and related schedule documents used in the review include:

1. Objectives met and unmet
2. Project status metrics
3. Major schedule risks
4. Key deliverable and milestone status
5. Slipping and late tasks that could potentially affect the critical path
6. Planned tasks for the next reporting period

The following are schedule discussion items for Exchange project management meetings:

1. **Determine Exchange Project Health.** A review of slipping tasks, missed milestones and deliverables, and critical path analysis to assess the overall health of the project, including highlights of project focus areas that may be at risk (e.g. requirements development, design and development,

testing) issues and action items related to the schedule are also reviewed by priority and/or status, including:

- **Identify Missed Milestones.** Review missed milestones and total number of milestones looking at baseline start and finish dates and duration. When reviewing missed milestones, the Exchange also reviews activities scheduled this reporting period. Determine if the missed milestone is minor and alternate efforts are being made to meet the milestone before the next reporting period. If so, there is no corrective action required. If the milestone is major and could cause delay in the remainder of the project schedule, the milestone is elevated to the schedule's critical path and a strategy to mitigate the impact of the slipped milestone is created.
- **Review Tasks.** Discuss critical areas of slippage and any project risks obtained based on updates. The project team reviews risks with the highest severity and probability first. The project team also discusses project issues in preparation for the reporting cycle.
- **Review Critical Path.** Discuss critical areas of slippage. In the process, associated risks, issues, action items, and change requests will be discussed. All open risks, issues, action items, and change requests will be reviewed and updated on a weekly basis.
- **Prepare Necessary Corrective Action Plans.** If major milestones, deliverables, or critical path tasks are identified as slipped or slipping, a corrective action plan is necessary. Corrective action plans will be tracked and will remain on status reports until resolved. Once corrective action plans are formulated, any necessary schedule corrections are executed by applying the steps outlined in 10.3.3.1, Development of the Project Schedule above, and corrective actions must be accomplished through a CCB approved change request if it is determined that deliverable dates and milestones are affected.

11.3.3.3 Control the Schedule

Any change to the schedule can affect the overall delivery date of the Exchange project; therefore, change control is critical. Schedule change control ensures only approved changes are applied to the schedule and the resulting schedule and cost impacts are known and communicated. Refer to the Change Management Plan for additional details on the project's change control process.

Reasons for implementing change control for the schedule include the following:

1. Adjusting the schedule in reaction to slippage or tasks completing ahead of schedule
2. Adjusting the schedule to react to inaccurate estimates for planned work
3. Addition of new deliverables not accounted for in the original WBS
4. Addition or reduction in available resources necessary to complete planned work

The schedule is a plan based on estimates, and due to the variety of potential impacts to the schedule, it is likely there will be some variance throughout the duration of the project. Individuals responsible for managing the schedule will have the latitude to adjust the schedule to accommodate schedule variances that do not affect pre-defined key milestone completion dates.

11.3.3.4 Notify Stakeholders of Modifications

Major modifications are communicated to Exchange stakeholders. Depending on the nature of these modifications, schedule changes will be communicated in accordance with the standards and procedures established in the Communication Management Plan.

11.3.4 Outputs

The outputs and reports created by this process are as follows:

- **Detailed Schedule.** The schedule is both an input and output of this plan includes the process to create and maintain the schedule throughout the project.
- **Schedule Analysis and Reports.** Schedule analysis and reports are required to inform stakeholders of the project's performance against the planned schedule, as well as to justify any adjustments necessary in reaction to key milestone slippage. Schedule reports include:
 - Integrated Master Schedule and Detailed Schedule
 - Key Milestone Outlook and Status
 - Slipped/Missed Task Report
 - Critical Path Analysis

11.4 Roles and Responsibilities

To complete the activities and processes in this management plan, the following responsibilities must be assumed by one or more individuals on the project. The project manager determines how responsibilities are allocated to project resources and may update the Roles, and Responsibilities defined below accordingly. The following table identifies the roles and responsibilities related to Schedule Management.

Table 11-2: Schedule Management Roles and Responsibilities

#	Role	Description
1.	Project Manager	<ul style="list-style-type: none"> • Ensures the schedule management function is in place to provide visibility to the project progress • Validates that activities are conducted according to the process steps in this plan • Designates one or more Schedule Administrators • Tasks Schedule Administrator to identify and manage impacts to the schedule • Ensures the senior management team periodically reviews the schedule, metrics, and results
2.	Senior Management Team	<ul style="list-style-type: none"> • Includes the Project Manager, Technical Lead, PMO Manager • Facilitates meetings between stakeholders and controlling entities

#	Role	Description
		<p>to resolve outstanding schedule issues</p> <ul style="list-style-type: none"> • Responsible for the organization, implementation, and oversight of detailed schedule • Periodically reviews schedule status and slippage resolution • Works closely with the Project Manager to ensure the project is on schedule and assists in the development of resolution plans as necessary • Keeps the Project Manager informed of status of critical tasks • Compiles and maintains a schedule status report for the overall project from the detailed schedule
3.	Team Leads	<ul style="list-style-type: none"> • Be aware of the tasks assigned to their work streams • Complete assignments on time • Track time spent on each assigned task • Report actual level of effort for each assigned task versus plan • Report changes to remaining work for any assigned tasks • Identifying risks, issues, and constraints, as needed
4.	Schedule Administrator	<ul style="list-style-type: none"> • Primary owner of the project schedule and is responsible to create the initial schedule; perform day-to-day, ongoing maintenance of the schedule • Identifies resources required for tasks • Informs resources of tasks assigned • Records actual work reported by individual resources and changes to remaining work • Reviews the project schedule for impact to key deliverable deadlines • Reschedules any minor work slippage • Reports slippage of key milestone completion dates to project leadership and stakeholder • Works with project stakeholders and Quality Management Team to determine corrective actions for slippage to key milestones or other schedule issues • Initiates the change control process for new tasks or changes to the schedule that will affect key milestone completion dates
5.	Quality Management Team	<ul style="list-style-type: none"> • Reviews project schedule and related reports • Identifies risks or issues related to schedule • Provides feedback to Schedule Administrator and project management regarding schedule performance, risks, and constraints
6.	Project Stakeholders	<ul style="list-style-type: none"> • Provides input to schedule progress, as well as deliverables and changes to the project scope of work, or cost, review and approve

#	Role	Description
		<p>the initial project schedule</p> <ul style="list-style-type: none"> • Reviews schedule analysis and project reports • Recommends corrective actions to address schedule slippage • Reviews and approves change request forms, as appropriate

11.5 Applicable Tools and Methods

The following table identifies the applicable tools and methods that will be used to manage the Exchange project's Schedule.

Table 11-3: Schedule Management Tools and Methods

#	Tool/Method	Description
1.	Quality Management (QM)	QM reviews occur for the schedule and schedule related reports and outputs.
2.	Training	The Project Manager ensures staff is trained to perform Schedule Management tasks. Orientation to the purpose, activities, and responsibilities of schedule management is provided to the Exchange project team. The training tasks are defined in the project schedule and occur at the beginning of the project. See the Training Plan for processes to manage and track training activities. Relevant training courses are listed in the Learning Management System and include team Member training on reviewing and reporting progress against individual task assignments.
3.	Tools	SharePoint is the repository used to retain Exchange project artifacts, including historical and current copies of the project schedule and status reports. Microsoft Project is the tool used to document the Exchange project's detailed schedule, its dependencies and the overall status of tasks related to the project.